

# Voluntary Industry Initiatives in Jamaica: EAST

Karen McDonald-Gayle  
Project Management Specialist  
USAID/Jamaica

Hugh Cresser  
Project Coordinator  
The EAST Project

World Tourism Organization – Tourism Policy Forum  
October 20, 2004 Working Group Sessions  
Session C: SME Business Development and Competitiveness



# USAID/Jamaica Environment Program: *From Ridge to Reef*

## Goal:

- ◆ To improve natural resource quality in select areas across Jamaica

## 3 major project activities focused on:

- ◆ Improving wastewater management
- ◆ Assisting the government to develop environmental policies
- ◆ Promoting Environmental Best Practices in:
  - Coastal Zone Management
  - Watershed Management
  - Sustainable Tourism





# The Phases of The EAST Project:

## Phase 1



- ◆ Demonstration of effectiveness of EMS as savings tool
- ◆ Green Globe Certification
- ◆ Training and testing environmental technologies
- ◆ Identifying the total product

## Phase 2



- ◆ Demonstration of EMS in tourism facilities and attractions
- ◆ Continued EMS work and certification
- ◆ Working with educational institutions and developing “green” curriculum for Hotel Training Facility
- ◆ EMS work with manufacturing sector

## Phase 3



- ◆ Promoting an integrated tourism development approach for a single destination (Portland)
- ◆ The Destination Management Program (DMP)



# EAST Background



- ◆ Began in 1997 as a demonstration of the benefits of improved environmental management in the hotel and manufacturing sectors
- ◆ Focused on impacts to the bottom line to ensure buy-in:
  - Energy use
  - Water use
  - Wastewater generation
  - Solid waste generation
  - Use of chemicals





# Objectives of EAST Project

- ◆ Promote sound environmental management in the hotel/tourist industry and manufacturing sector and forge linkages between both industries
- ◆ Identify environmental champions
- ◆ Include best environmental management practices in hospitality and tourism curricula
- ◆ Transfer the lessons learned to the wider Caribbean



# Implementation Strategies

- ◆ Target four groups for capacity building in relevant government and non-government tourism organizations:
  - 1) Hotels and attractions
  - 2) Tourism and other government agencies
  - 3) Educational institutions
  - 4) Communities
- ◆ Provide technical and institutional strengthening assistance for long term strategies
- ◆ Inclusion of lessons learned and best practices initiatives into standard operating requirements for licenses issued by the Tourism Product Development Company (TPDCo)





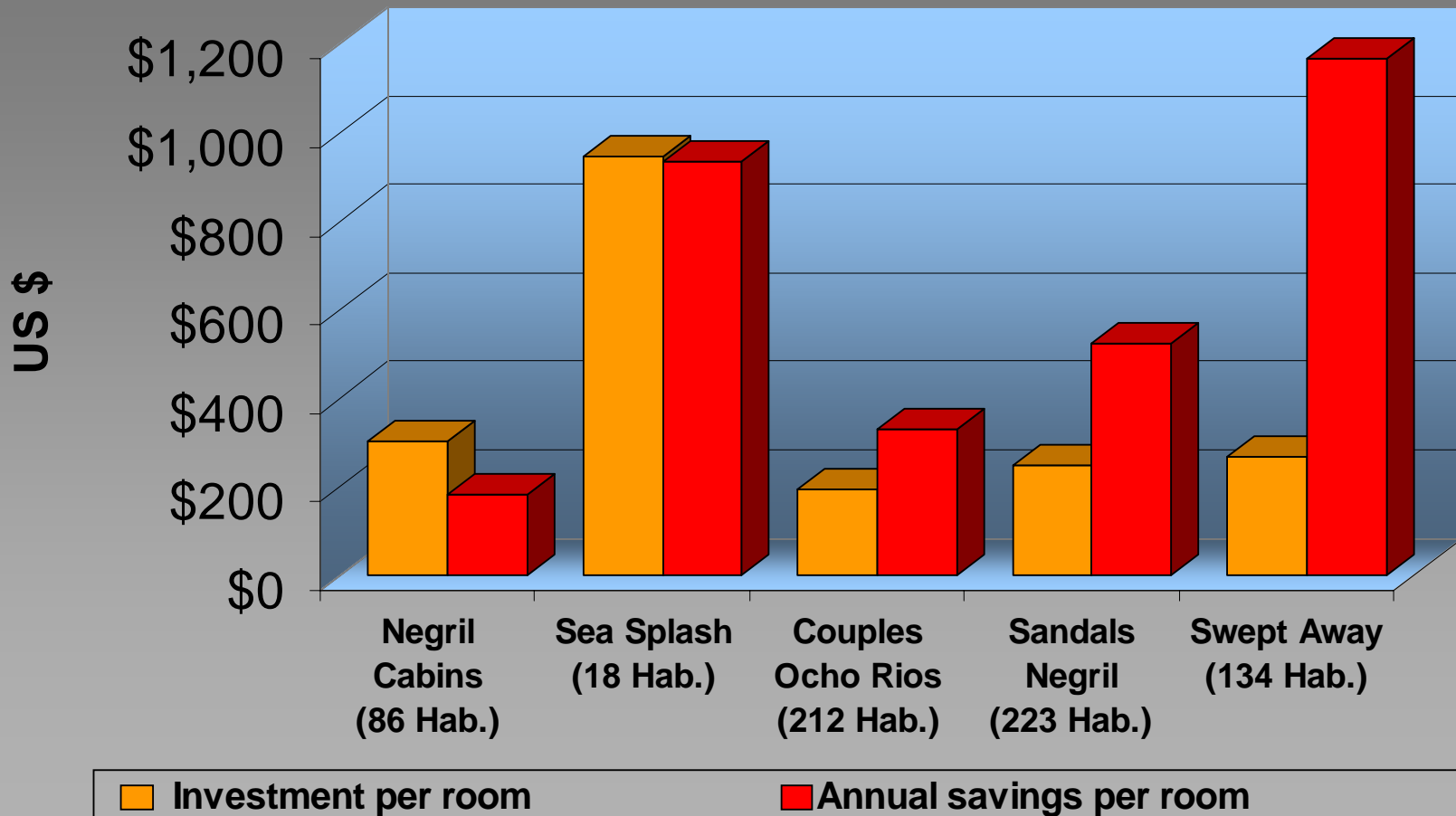
# Challenges Encountered

- ◆ Limited management and technical capabilities of small hotels
- ◆ Identification of leaders and champions within the tourism industry
- ◆ Changing the mind-set from “standard practices” to “best practices” in business operations
- ◆ Sourcing capital for environmental retrofitting
- ◆ Need for increased government support for licensing standards, promotion and marketing, and incentives for “going green”



# RESULTS: Case Studies

## Hotels in Jamaica: Environmental Management





# Major Accomplishments

- ◆ Introduction of Green Globe 21 Certification
- ◆ Greening of curricula at the Runaway Bay HEART Hotel and Training Institute
- ◆ Introduction of Certified Hotel Environmental Manager program
- ◆ Audit protocol for hotels, attractions and manufacturing enterprises
- ◆ Development of a Destination Management Program



# Destination Management Promoting Collective Actions

- ◆ Repositioning Portland as a prime tourism destination
- ◆ Encouraging sound and coordinated environmental planning by government and private sector
- ◆ Identifying new and innovative economic development opportunities for local communities
- ◆ Meeting international sustainable tourism benchmarks
- ◆ Achieving Green Globe 21 Benchmarking and Certification for Portland





# Indirect Achievements



- ◆ Improved awareness of environment issues within tourism industry
- ◆ Public/private partnerships in destination management
- ◆ Industry support to local communities and environmental NGOs
- ◆ Transfer of experience to Eastern Caribbean
- ◆ Government of Jamaica has endorsed the GG 21 Certification and encouraging all hotels to become certified
- ◆ Large hotels and hotel groups have come on board and are getting certified



# Lessons Learned

- ◆ EMS is an effective management tool, while certification provides necessary incentive
- ◆ Promotion of achievements results in “follow the leader”
- ◆ Voluntary approach extends “outside the fence” of hotel properties
- ◆ Continuous improvement creates incentive for innovation
- ◆ Environmental issues must be incorporated into mainstream planning and investment decision





# Conclusion

## Voluntary approach demonstrated

- ◆ Industry commitment to improved environmental performance
- ◆ How tourism benefits local communities
- ◆ How the private and public sector can work together in destination planning and management



A tropical beach scene with a yellow boat labeled "THE GLASS BOTTOM BOAT" in the water. Two people are in the water, and one person is standing on the boat. The background shows a clear blue sky and palm fronds hanging from the top of the frame.

# Thank you!

This project was implemented by PA Government Services

